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Ontario

Office of the Employer Adviser

Annual Report

2007 - 2008

Annual Report
2007 - 2008

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A Message from the Director

I am pleased to submit this report on the OEA's activities for 2007 - 2008.

We continue to provide our clients and stakeholders with excellent professional services. Through the efforts of our dedicated and committed staff our representation and advice services continue to be second to none.

Although we are providing information and claims management tools through our website, we continue to provide a structured, limited, and planned training program to employers. We have, in partnership with the Employers Advocacy Council provided a series of workshops to employers on how to properly prepare for and conduct WSIB appeals. It remains a popular workshop, showing how eager employers are for relevant training to meet their workplace insurance obligations. We have also initiated a series of information sessions for the construction industry on the WSIB's new construction re-employment regulation and policies. These were well received.

We continue to resolve disputes within the system without hearings, thereby maximizing resources, and reducing adversity. The success of our continued focus on providing quality customer service is reflected in our high client satisfaction rate of 81%.

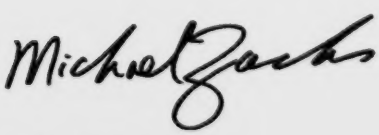
Our e-bulletin is regularly sent to our clients providing an update on current information about the WSIB, and tips on better workplace insurance management.

The OEA has maintained its commitment to assist employer stakeholders by providing advice to numerous associations. We continue to intervene in WSIAT hearings dealing with significant policy and legal issues. The OEA continues to advise stakeholder employer associations on policy issues, and other developments in the field of workplace insurance.

The OEA considers its staff to be among the most competent and professional representatives in the field. In order to maintain this high level of skill, we provide our staff with organized training events over the year. In 2007-08 our staff attended an Ontario Bar Association legal education program, and had several presentations from representatives of the WSIB and other system partners on various Board programs.

This year also saw the implementation of paralegal regulation in Ontario. This new initiative directly impacted the OEA. We provided training and information on an ongoing basis to alleviate staff concern. Although our staff is exempted (subject to a review in 2009), several members applied for and successfully obtained a paralegal license from the Law Society of Upper Canada.

As always I express my appreciation to the staff of the OEA for their ongoing dedication and professionalism in serving the employers of Ontario. It has been a privilege to lead this agency.



Michael Zacks
Acting Director

Part 1 OEA Mandate

The mandate of the Office of the Employer Adviser is established by Section 176(2) of the Workplace Safety and Insurance Act, 1997 ("the WSIA"),

... to educate, advise and represent primarily those employers with fewer than 100 employees, in issues arising under the WSIA.

Our vision and mission flow from this legislative mandate:

OEA VISION

An Ontario in which small and medium-sized businesses operate safe, fair and high-performing workplaces that contribute to a vibrant, competitive economy.

OEA MISSION

The OEA's mission is to be the premier organization for providing representation, advice and education to Ontario employers regarding workplace safety and insurance matters.

Part 2 Overview of Programs and Activities

Advice Services

Workplace safety and insurance remains one of the critical responsibilities of Ontario employers. The Advice services provided by the OEA are important in helping employers meet their obligations in a timely and cost effective manner. The ability to quickly and easily access information allows employers to avoid errors and builds their self-reliance before frustration with the system can set in. Thorough advice means the employer is better able to understand and navigate a complex system, better safeguard the workplace and their workers, obtain better business outcomes, and avoid appeals.

Although our mandate is to primarily serve employers with fewer than 100 workers, the OEA Advice Centre personnel provide just-in-time counsel to all Ontario employers who contact us, so they can make good business decisions, and avoid costly mistakes and unnecessary penalties. We charge no fee for our service, which is advantageous for smaller companies, since they can access free independent, strategic advice whenever they require it.

The OEA Advice Centre is staffed by four Intake Advisers located in our Toronto head office, who take calls from Ontario employers about their workplace safety insurance concerns. We also accept e-mail enquiries, so that employers can contact us outside business hours; these often result in a return phone call from an Intake Adviser to discuss the matter in greater depth with the employer.

The circumstances of each call are different and our trained staff provides advice that is detailed, thorough and tailored to the business realities of each client. A session of telephone advice may last five minutes, or an hour or more, depending

upon the complexity of the problem(s) confronting the employer. Because of our emphasis on answering calls live, employers especially appreciate the expert, prompt answers to their questions, questions which include how to report or manage a claim for an injured worker, how to return the injured worker to the job, if there are any options in dealing with a large or unexpected premium increase, etc.

Client satisfaction with services provided by the Advice Centre, as measured through random telephone surveys, is 81%; clients recommending the services of the OEA to other employers is higher, at 85% and is more indicative of the help they received. These numbers are lower than in previous years and we believe reflect our clients' dissatisfaction with the WSIB decisions that affected their businesses, and the inextricable linking of the OEA, as a government agency, with that dissatisfaction.

We continue to deal with employer enquiries as quickly as possible. During this reporting period, 69% of all incoming calls went directly to an adviser with the remainder responded to within one business day.

Employers can also choose to call their local OEA Employer Specialist for advice. The OEA has fifteen Employer Specialists located in communities throughout Ontario. Many employers have come to know their local specialist through referrals from the Workplace Safety and Insurance Board (WSIB), the Workplace Safety and Insurance Appeals Tribunal (WSIAT), health and safety associations, community and business groups, or existing and former OEA clients. In addition, as a trial, one Employer Specialist has joined their local Board of Trade, so we can test this outreach channel; other Employer Specialists routinely speak, by invitation, at their local Chambers of Commerce and other community groups. Regional contact and increasing local presence continues to be an outreach priority for the OEA.

Fiscal 2007-08 saw the instances of advice provided to Ontario employers increase by 1% year over year, reversing the downward trend of the last few years. We were on pace for a 3.5% increase when comparing YTD at the end of February, but a significant peak in advices during the last month of the 2006-07 fiscal year, reduced us to a gain of 1% overall. This improvement is a reflection of the effort that has been put into marketing and outreach by the OEA, including the hiring of a dedicated Marketing and Outreach Coordinator in September of last year. We are tapping into new technology-enabled ways to connect with potential clients, such as interest-based newsletters for different employer and professional groups, with good results. In addition we have initiated a program of rotating informational advertisements in both the mainstream, regional English-language media and ethnic-focussed advertisements based on demographics for the different areas around the province serviced by our geographically-dispersed specialist staff. We are reaching employers that never before were aware of our existence or our free, confidential, expert services. This year the OEA provided 4,064 instances of advice. We are continuing to have our system partners include references to our services and toll free number in their letters and publications (e.g. the WSIB form letters routinely direct employers needing assistance to the OEA); and the Ontario Business Connects (OBC) program remains an important vehicle for the widespread distribution of our Employer Guides.

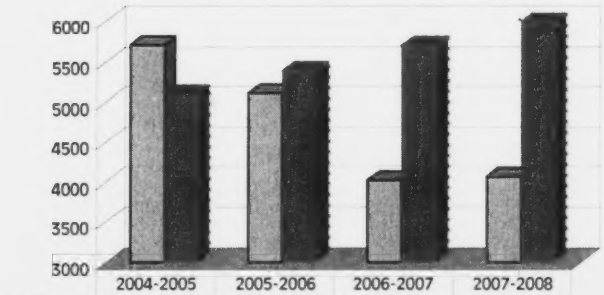
As noted in previous reports, a small employer typically 'needs' our services only once every eight years or so; our client-base is in constant need of renewal and expansion. This has been the focus of our outreach plans over the last six months and will continue to drive our efforts. Each outreach channel and effort is being evaluated for cost, reach and effectiveness and we are gradually honing a comprehensive, province-wide engagement program.

Much work has also been done on presentations to employer groups about the Board's pending changes in policies around Early and Safe Return to Work and

Re-employment Obligations in the Construction sector. We have found significant interest in attending such informational sessions and continue to address that interest and need through cooperation with our various stakeholder groups.

Figure 1

Instances of Advice ('Advices') to Employers

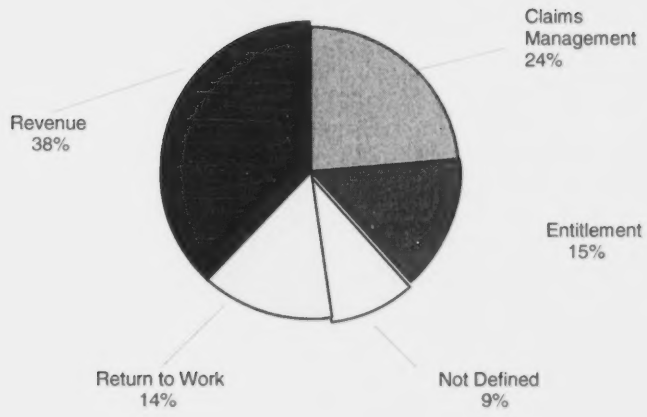


	2004-2005	2005-2006	2006-2007	2007-2008
Advices	5713	5118	4015	4064
Target	5100	5400	5700	6000

Analysis of the subject of the advice being provided shows that more inquiries were about Revenue issues than anything else, as is usual; at 38% this is slightly lower than in the last reporting period (when it was 42%), As has also been true over our other reporting periods, the second most important focus of concern was Claims Management. Entitlement and Return to Work remain fairly evenly split in third and fourth place, with regard to frequency of inquiry. This breakdown continues to reflect employers' concerns about the premiums being paid to fund the system and the widespread lack of knowledge in the employer community about their obligations under the WSIA.

Figure 2

Advice Issues 2007-2008



As noted, our clients are generally satisfied with the services provided by the OEA, and we feel that part of that satisfaction relates to the high percentage of Advice calls that are taken 'live' – i.e. getting an Intake Adviser on the line directly, rather than going into voicemail and waiting for a return phone call at a time that may not be as convenient for the inquiring employer, or when the problem has resolved itself (either positively or negatively). Our live answer rate of 69% for 2007-08, is slightly below our 70% target, but still indicative of our ongoing success in providing a fast response time to employers making advice inquiries. It is worth noting that we exceeded or were within 2% of our 70% target answer rate for 10 out of the 12 months in the reporting period.

We have persevered with our web-based education strategy, and we are beginning to see signs of success. The number of web advices provided in 2007-08 was 98, which reflects an increase for this service delivery vehicle of 109% over last year. An evaluation and updating of the look and feel of our website was

planned for 2007-08, but was postponed because of administrative problems; we are proceeding with the redesign of our employeradviser.ca website in 2008-09 and will focus on how to continue to increase traffic to our website as a fundamental design criterion for this project. Considering the low numbers of inquiries in each of our last reporting periods, we are very pleased to see the increase in this key indicator of new technology pickup.

Representation Services

In this program, we predominantly represent employers with fewer than 100 employees, in disputes arising under the WSIA, at both the WSIB and at the WSIAT (see Figure 5, page 16). At the operating level of the WSIB, representation services involve negotiation, which is provided by an Intake Adviser or by an Employer Specialist, by means of telephone calls or correspondence. At the two appeal levels (WSIB Appeals Branch and WSIAT), as well as in return-to-work mediations, Employer Specialists provide the representation services. At this level, representation involves a range of activities, from negotiation to appearing at mediations or hearings with the employer and conducting the case on his or her behalf.

Through all of our representation services, we play an important role in reducing conflict in the Workplace Safety and Insurance (WSI) system. OEA Intake Advisers and Employer Specialists maintain good working relationships with staff at the WSIB operating levels, and contact them early in a new case to discuss resolution options. We maintain a close working relationship with the WSIB's Return-to-Work Mediators, who refer employers to us who would otherwise attend mediations without representation and therefore be at a disadvantage in the process. Our involvement ensures an equal footing for both parties, and supports a mediated solution that returns employees to the job in a timely, cost-effective manner, removing some strain from the WSI system. Similarly, our staff work

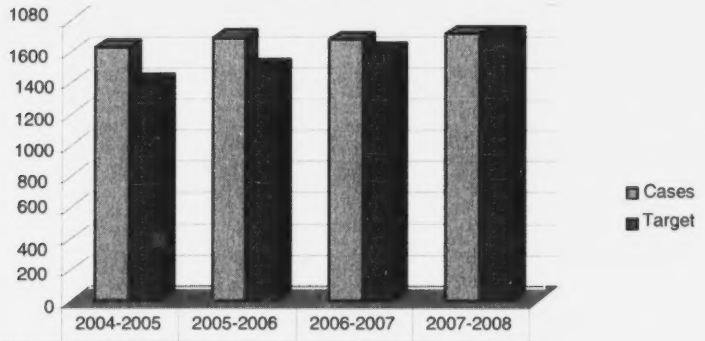
closely with the WSIB Collections Branch, to facilitate the payment of premiums that are due and to ensure that the employers' business needs are taken into account when payment options are being considered.

Employers want a fair and reasonable outcome, and they want it as soon as practicable. They are not interested in the appeal process per se, but in the outcome of any such actions. In response to these employer needs, the OEA promotes the early resolution of disputes; we initiate discussions with the appropriate WSIB front-line staff, such as adjudicators, customer service representatives, account managers and revenue auditors, and these negotiations often result in resolution of the dispute, before the parties become entrenched in their positions. Our success in this endeavour is reflected in Performance Measure A1 (see Appendix A), which shows that in 2007-08 we resolved 68% of disputes without a hearing, marginally less than our target of 70%, and a slight increase over fiscal 2006-07. Given that the OEA largely has no direct control over whether an employer and/or worker agrees to a negotiated settlement, it is clear that we are participating in a significant number of situations where resolution is achieved outside the appeal process and thereby contributing to a lessening of the conflict inherent in the WSI system.

While these efforts often successfully conclude cases at the operating level of the WSIB, some cases do proceed to appeal. Also, some employers do not learn about our agency until their case has progressed to the appeal stage. Of the 1,708 cases worked on in 2007-08, Employer Specialists represented employers in 282 cases that involved appeals – i.e. approximately the same number of cases as last year, but almost 20% more appeals year over year. In either instance, whether cases proceed to appeal or not, we employ the same strategies to resolve matters as early as possible. The strategies include negotiating with the worker's representative and participating in mediations and/or hearings on behalf of employers. In a system where 95% of appeals are worker-driven, OEA

involvement ensures that a comprehensive employer focused position that considers all the relevant issues and policies that support the employer is presented to decision makers, thus improving the balance in the system.

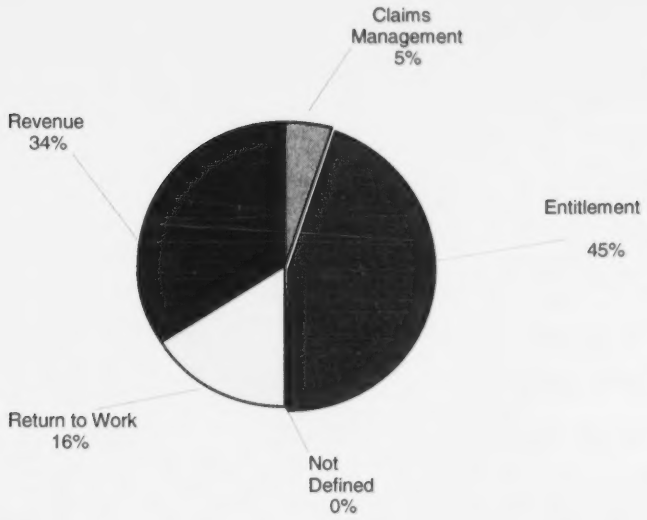
Figure 3
Cases Worked On



	2004-2005	2005-2006	2006-2007	2007-2008
Cases	1624	1684	1671	1708
Target	1400	1500	1600	1700

In comparison with the data for instances of advice, analysis of the representation issues shows Entitlement to be the number one concern, not Revenue. Revenue issues are second and Return to Work is also very significant, in third place, with Claims Management being the issue for only about 5% of employers. This data remains essentially identical to last year's breakdown; this being true although there has been significant outreach by the OEA regarding the new Early and Safe Return to Work policies, implemented in Q2, 2008.

Figure 4
Case Issues 2007-2008



Education of Employers

On average, a small employer has a workplace injury occur once every eight years. At the time of the injury, the employer's need for information about claims management and return to work is acute. However, at other times, most small business owners are actively focused on running their businesses, so learning about WSIB policies and procedures is not a priority. These same employers are seldom free themselves, nor have staff readily available, to attend workplace insurance seminars or information sessions.

Accordingly, the OEA's educational strategy has evolved from one based on having employers attend intensive adult-education workshops, to a multi-channel approach which makes information available to employers in a format that is timely, relevant and accessible. Our education strategy in recent years has included educating employers during our casework, and posting useful information and tools on our website, while continuing to assist stakeholders – interest

groups/employer advocacy organizations, stakeholder employer associations, etc. - with their education initiatives where appropriate. 2007-08 saw the OEA continue to meet a need in the employer community for additional information about the proposed Early and Safe Return to Work (ESRTW) policies and how the changes would impact them; this was accomplished in cooperation with the Employers Advocacy Council (EAC) and presentations at various IAPA shows. More than 20 presentations were made to different interest groups about WSIB policies, proposed changes and their impact on Ontario employers. The presentations were well received by the more than 600 employers in attendance at these sessions. We will continue to accept invitations to develop and maintain this educational channel. In addition we participated in a variety of education programs for employers dealing with claims management, occupational disease, and re-employment issues.

One of the goals of our casework is to build self-reliance for employers within the WSI system, by making sure that they understand their rights and obligations under the Workplace Safety and Insurance Act. This includes teaching employers how to improve their claims management and "return-to-work" procedures, and how the WSIB's experience rating system works, so that employers will be more independent and self-reliant in the future. Performance Measure A2 (see Appendix A) shows the proportion of OEA clients who used our services for the first time in 2007-08. More than 66% of Advices were provided to new contacts in 2007-08, up from 62.4% for the previous year. We view this increase as indicating the initial success of our outreach activities, making otherwise uninformed Ontario employers aware of the services we can offer to assist with workplace safety and insurance issues. We will continue to monitor this trend closely.

On the representation side, 39.5% of our clients came to us for the first time in 2007-08, which is down from 54.2% last year. Although lower, this is a significant proportion of our workload, and serves to maintain representation volumes at a

high level (i.e. 1,708 cases worked on in the reporting period). Through our new outreach program, we intend to sustain or improve on these levels of new client contacts.

In addition to the 'hands-on' education provided through our casework, the OEA strives to meet the needs of our broad customer base by providing WSIB-related information through a variety of access/delivery mechanisms:

- We continue to maintain current content and notices of presentations and other meetings on our www.employeradviser.ca website, although our wholesale revamping has been postponed to the 2008-09 fiscal year.

- OEA e-bulletins continue to go out to our client base up to eight times per year, in an expanded newsletter format. We have taken advantage of the newsletter format to print the e-bulletins and distribute the hard copies at various trade and other informational shows, and they have been very well received. Our just-in-time delivery of information and policy changes has expanded this year, as we take advantage of the technological capabilities of our customer relations database.

- Archives of our e-bulletins remain readily available on our website, with current e-bulletin content showcased as the most recent website updates. Employers using our site can sign up for e-bulletin subscriptions while visiting.

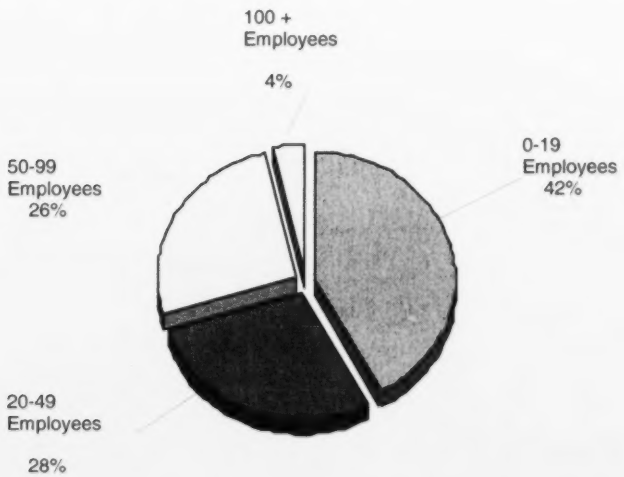
- We continue to disseminate our hard copy Employers Guide (also available on our website), primarily through the Ontario Business Connects locations and as personal handouts to employers by staff. Filled with information needed by employers about such things as who should register with WSIB, how to do so, what an employer's rights and responsibilities are under the

WSIA, etc., it serves as a convenient ready reference for soon-to-be employers as well as those engaged in small to medium sized businesses. In 2007-08 we distributed a total of 5,151 Employers Guides (4,416 English and 735 French) through the OBC program and more than 1,200 (1,187 English, 21 French) as handouts outside the program, a significant increase of about 40% from 2006-07 levels. With the delay in implementation of the new ESRTW policies, the production of an entirely revamped Employers Guide has been deferred to the 2008-09 fiscal year; distribution of this valuable brochure will continue to increase as we use it more and more as part of our outreach activities.

Part 3 OEA Clients

As noted previously, the OEA's mandate is to serve primarily those employers with fewer than 100 workers. The merit review undertaken before the OEA represents an employer includes determining their size. We only represent employers with more than 100 workers where the issues involved could set precedents, where highly complex medical/legal issues need to be addressed or where other extenuating circumstances are involved. As such, fewer than 4% of our representation clients have more than 100 employees. It is not administratively viable to screen clients who contact our Advice Centre and it is also generally accepted that permitting access to advice for all employers greatly improves the system for all. Thus when we look at the number of employers with 100+ employees who contacted the Advice Centre during the current reporting period, the number remained relatively constant from last year at 12.9% (13.7% in 2006-07).

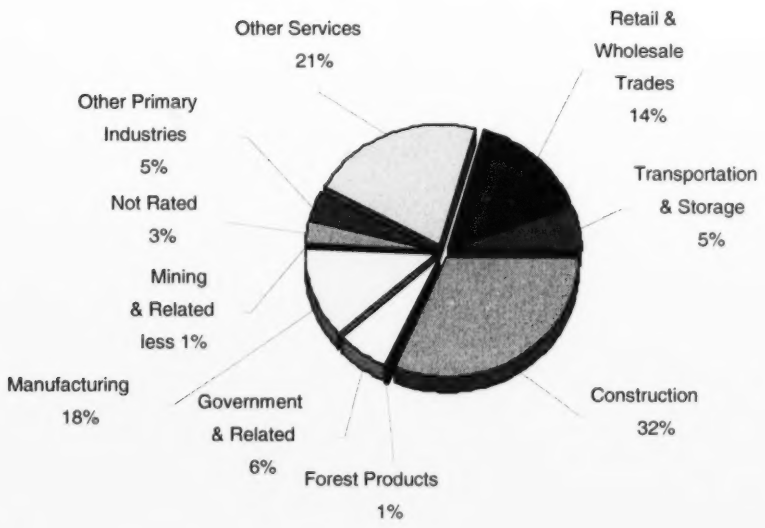
Figure 5
Breakdown of OEA Representation Clients
By Company Size
(number of employees)



The sectoral analysis below is based upon WSIB classifications. The breakdown is consistent with the prevalence of small to medium sized employers in the different industry sectors. The construction industry is our largest client group at 32%. This is up significantly from the last reporting period level of 26%; since much of the focus of WSIB policy change has been on the construction sector this last year, this increase makes sense. Other sectors are little changed from last year: "Other Services" (tourism, hospitality, vehicle sales), and "Manufacturing" is second and third at 21% and 18% respectively.

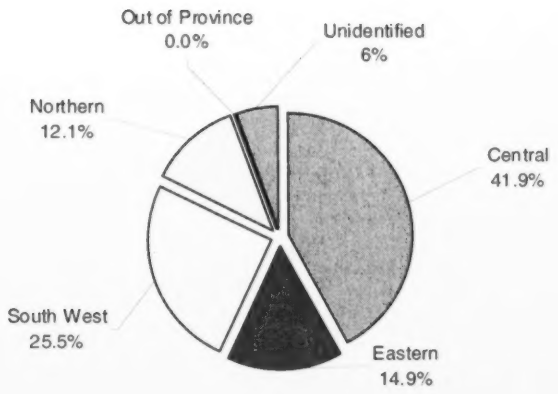
Figure 6

Breakdown of OEA Clients by WSIB Industry Sector



Information regarding the regional distribution of OEA clients is presented below. Our services would appear to reflect the population and business demographics of the province, with the Central area, which includes the Greater Toronto Area, requiring the bulk of our services. There is only minor variance in this distribution from last year, the most significant being the doubling of those employers who did not reveal any information about their business location.

Figure 7
Breakdown of OEA Clients by Location
(Postal Code)



Value to our Client

The one consistent criticism of our service that we see from the client surveys is that we are not better known, and we are tackling that issue head-on through the hiring of our Outreach Coordinator and the setting up of a formal Outreach program.

Activities during the current reporting period included:

- The placement of 25 informational newspaper ads. The entire province was covered via 16 ads in English-language publications, and the largest 'other' demographic groups were addressed through 9 ads placed, some in translation, in various ethnic-specific newspapers. The version run in ethnic publications was more larger and more detailed, focussing on education of readers about WSIB obligations and the role of the OEA in providing 'free, expert and confidential' advice to assist needy employers.
- The provision of a series of 6 articles on workplace safety and insurance related topics to a number of employer franchise groups and other professional affiliations.
- Our participation in more than a dozen conferences and trade shows.
- Contact with all MPPs and their staff: as of June 2007, a total of 113 letters had been sent out to constituency offices. The letters were followed up with a phone call to see if the MPP/constituency office staff wanted a personal visit from OEA personnel to provide additional information about the services we provide to Ontario employers. Eight of the offices had specific questions about constituents' cases; and one asked for personal follow up, which occurred in the Niagara Falls riding. We will build on this campaign in future, making sure that new MPPs are contacted as they are elected. In addition, we plan to send out another mailing to all MPPs in early 2009, once the WSIB has completed their transition to the new service delivery model, to make sure that the MPPs are aware of the impact of the changes on their constituent employers.

- More than 20 presentations on ESRTW and the new construction re-employment obligations to various stakeholder and employer groups with; 600+ employers in attendance.
- Production of promotional materials and subsequent distribution to more than 1000 employers through our various outreach channels.

In addition, in 2007-08, the OEA started to track 'savings' to employers through our involvement on their files. I.e. if an employer was successful at an appeal and had a decision of original entitlement reversed; whether a classification ruling was overturned in an employer's favour, etc. We are pleased to report that Ontario employers had savings in excess of $1.5 million as a result of the work of our staff. We have made no attempt to calculate amortized savings or to project savings from this fiscal into future reporting periods: this $1.5 million figure represents one-time savings and is indicative of a bottom-line and on-going benefit to employers well in excess of this number.

We will continue to monitor our effectiveness with regard to our clients' out-of-pocket costs and savings.

Client Testimonials

We are pleased to provide the following excerpts from communications received from OEA clients, commenting on the services they received from our staff:

[Staff member] demonstrated an extremely courteous and helpful manner, and was also very patient as I tried to explain my unusual situation ... [Staff member] explained the background of regulation in a very articulate, but easily understood manner, a very important thing for someone not used to dealing with regulations in a rural environment.

JK
Kingsville

Just wanted to say thank-you for today … We thought [staff member] did a great job for us.

TG
Ottawa

Your continued efforts are greatly appreciated. Luckily we have a [staff member] and the Office of the Employer Adviser.

KR
Toronto

[Staff member] is very knowledgeable and a tremendous resource. The Office of the Employer Adviser is a wonderful support/resource for employers and it is nice to get some return on our WSIB premiums.

CC
Waterloo

There was no question that the case [staff member] presented to the WSIB was very thorough and your preparation was outstanding… [Staff member] is no doubt very skilled and experienced in these matters.

GA
Perth

Thank you for your assistance with [our claim]. [Staff member] saved me over $2,000!!

JD
Sault Ste. Marie

We are all very happy with the verdict .....We know [staff member's] presence made it happen so a huge thank you for all your work and time spend coordinating and defending our case.

LP

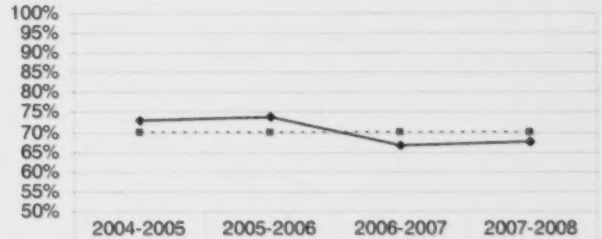
Ottawa

Appendix A: OEA Performance Measures 2007-2008

Key Activities: Advice and Representation Services — A1

Performance measure for 2007-2008: Percentage of disputes resolved without a hearing

Percentage of Disputes Resolved without a Hearing



	2004-2005	2005-2006	2006-2007	2007-2008
Disputes - No Hearing	73%	74%	67%	68%
Target	70%	70%	70%	70%

Agency Contribution

OEA staff employ alternate dispute resolution strategies such as negotiation and mediation to help employers resolve disputes at an earlier stage.

In revenue matters where the dispute only involves two parties (i.e. the WSIB and the employer), every effort is made to resolve matters at the operating level. However, 95% of appeals are worker-driven and employers often contact the OEA for assistance after the dispute has proceeded to the appeal level. This limits the target that can realistically be achieved.

What does the graph show?

While the OEA consistently contributes to the reduction of adversity in the workplace safety and insurance system and helping employers to manage disputes more efficiently and effectively, the measure is not directly controlled or controllable by the OEA. Ultimately, since most appeals are worker-driven and employers have the final decision on whether or not to settle prior to a hearing, this measure will fluctuate according to employer climate and issues in any given year.

2007-08 Commitments

The commitment for 2007-08 was 70% of disputes resolved without a hearing.

Long-term Target

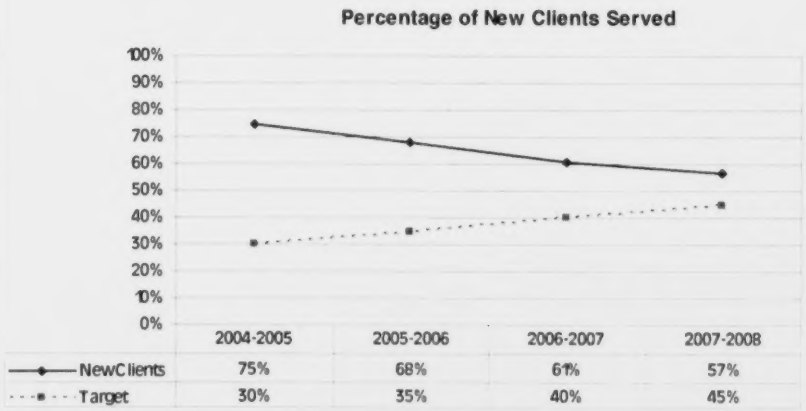
See graph.

❍ Proposed for Publication	❍ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix A: OEA Performance Measures 2007-2008 (cont'd)

Key Activities: Advice and Representation Services — A2

Performance measure for 2007-2008: Percentage of clients served in year that used OEA services for the first time.



Agency Contribution

Client feedback consistently calls on the OEA to ensure that more employers are aware of our services. The OEA also strives to ensure that employers become more self-reliant through casework.

This measure helps to determine whether we are expanding our reach to those eligible employers who are paying for OEA services in their WSIB premiums, but who have not previously accessed our services.

What does the graph show?

While there is a slight decline in the percentage of new clients served during the 2007-08 reporting period, we are still above target.
Our newly initiated outreach program is specifically designed to reach Ontario employers who have need of our services, but have not known of our existence and our ability to provide free, expert and confidential assistance, when they need it.

2007-08 Commitments

The commitment for 2007-08 was 40% new clients served in year. This target was exceeded.

Long-term Target

See graph.

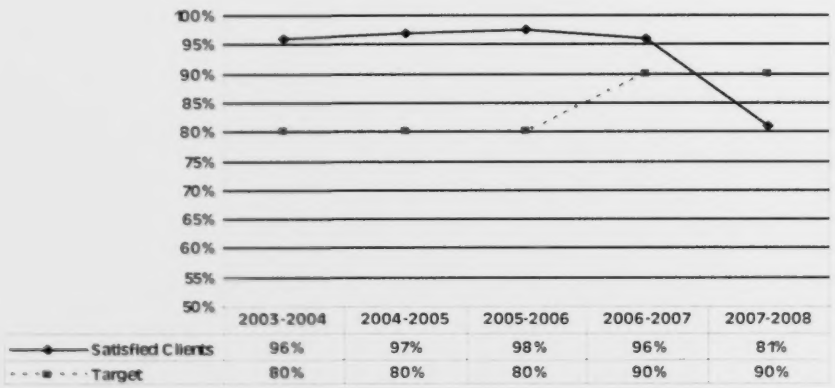
❍ Proposed for Publication	❍ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix A: OEA Performance Measures 2007-2008 (cont'd)

Key Activities: Advice and Representation Services — A3

Performance measure for 2007-2008: A customer satisfaction rate of 80% or higher.

Percentage of Satisfied Clients



	2003-2004	2004-2005	2005-2006	2006-2007	2007-2008
Satisfied Clients	96%	97%	98%	96%	81%
Target	80%	80%	80%	90%	90%

Agency Contribution

The primary complaint we hear is that employers were not aware of our services sooner, which reinforces our desire to increase outreach. In addition to OPS customer service standards, the OEA has a number of internal standards, policies and performance measures, including those for telephone services and for file review, client follow up, etc., to maximize the service experience of OEA clients. The OEA's case management system was designed to provide tools to OEA staff that help them monitor and meet these expectations.

What does the graph show?

OEA clients, on the whole, remain very satisfied with the service they receive. There is a significant decline this year, however, which we believe reflects the increasing complexity of the WSI system and the difficulties encountered by Ontario employers in knowing and/or meeting their obligations to their workers. Employers find it hard to separate their dissatisfaction with the system and the resultant outcomes from the OEA services. Client satisfaction remains a priority at the OEA – but perhaps 80% is a more reasonable and realistic on-going target.

2007-08 Commitments

The client satisfaction rate was to be 90% or higher. This target was not met.

Long-term Target

See graph.

❍ Proposed for Publication	❍ Internal Use Only	☒ Existing Measure	☐ New Measure

Appendix B: Internal Program Performance Measures

OFFICE OF THE EMPLOYER ADVISER						
Measure	**Standard/ Target**	**2005-2006 Achievements**	**2006-2007 Commitments**	**2006-2007 Achievements**	**2007-2008 Commitments**	**2007-2008 Achievements**
Instances of Advice	4,800	5,118	5,700	4,015	5,000	4,064
Calls Answered Live	60%	71%	70%	68%	70%	69%
Representations	1,200	1,685	1,600	1,671	1,600	1,708
Cases Opened		721	650	675	675	675
Cases Closed		662	650	644	675	688

Note: These targets and achievements are discussed in the body of this Report, on pages 4 through 16.

Appendix C: OEA Financial Report 2007 –2008

All Figures in $000.0 thousand (except "% of Variance" column)

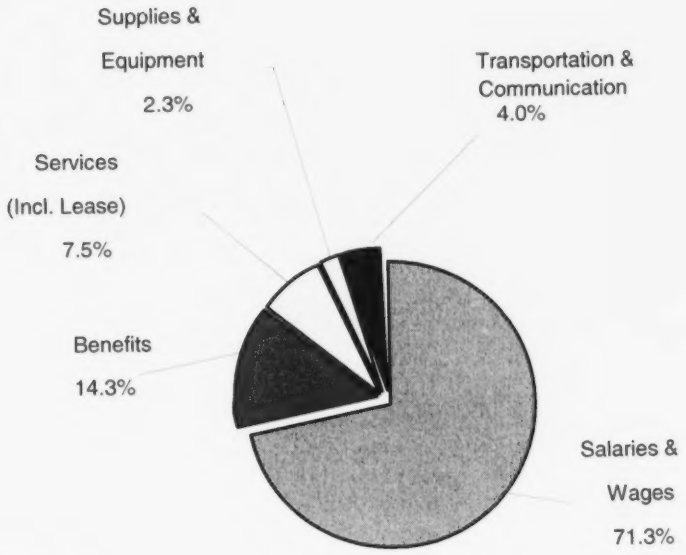
Account	Final Budget *	Total Actual Expenditures **	Variance	% Variance	Explanation
Salaries & Wages	2,322.5	2,000.4	322.1	14	*Unfilled vacancies, including Director*
Benefits	429.4	401.4	28.0	7	
Transp. & Comm.	130	128.8	1.2	1	
Services (incl. Lease)	398.6	333.6	65	16	*Discretionary spending controlled; not full complement of FTEs*
Supplies & Equip.	103.9	63.7	40.2	39	*Discretionary spending controlled; not full complement of FTEs*
ODOE	632.5	526.2	106.3	17	
Transfer Payments	0.0	0.0	0.0		
Total	**3,384.4**	**2,928.0**	**456.4**	**13**	
Recoveries	**(3,383.4)**	**(2,928.0)**	**(455.4)**	**13**	*Expenditures fully recoverable from WSIB*
TOTAL	**1.0**	**0.0**	**1.0**	**100**	

- * Final Budget = Printed Estimates, +/- TBO and/or re-alignment of funds by standard account.

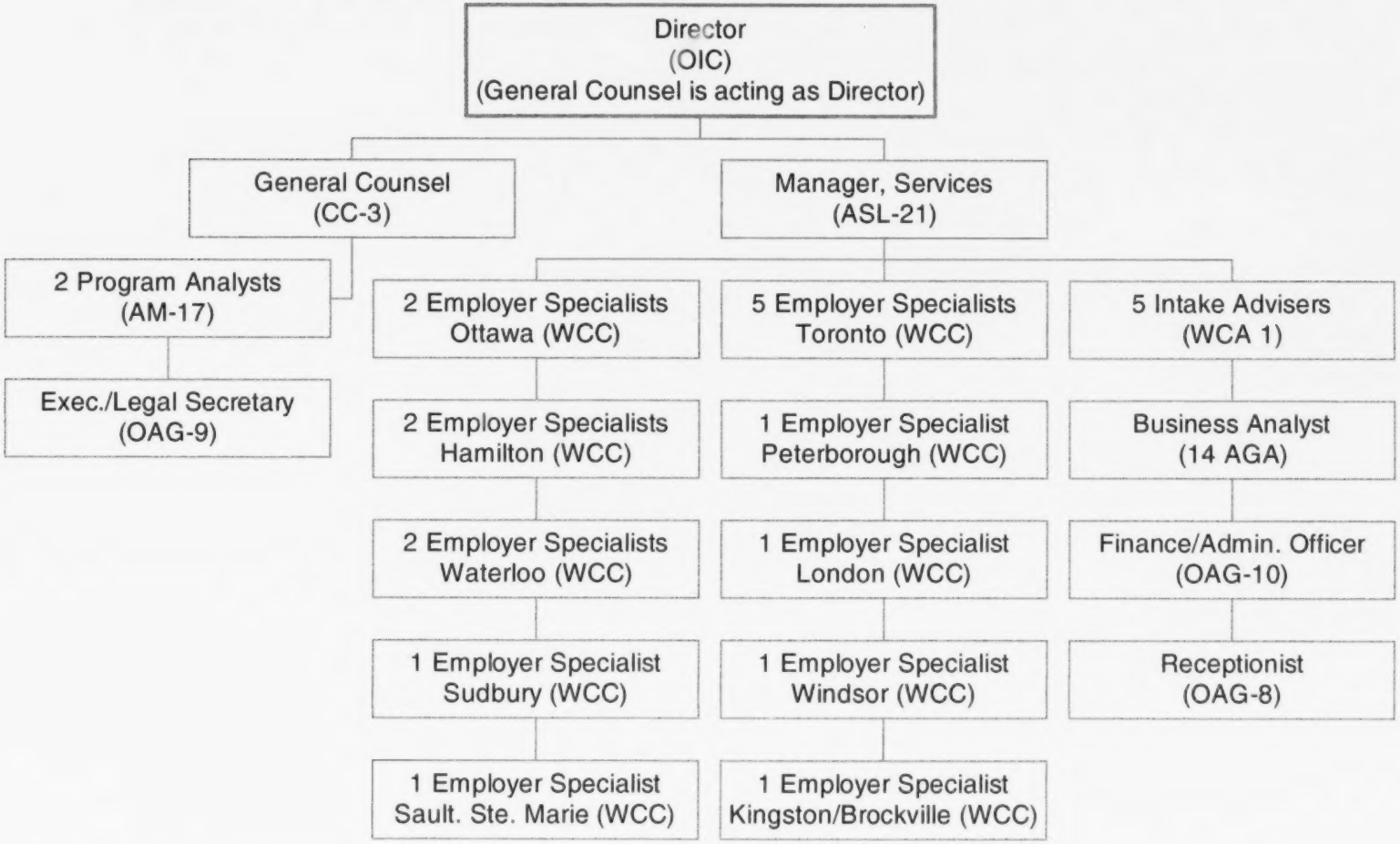
Revenues Generated From:	Forecast	Total Actual Revenue	Variance	% of Variance	Explanation
Not applicable					

- ** Total Actual Expenditures including lease cost.

Figure 8
2007-08 Budget Actuals



Appendix D: OEA Organization Chart



* An OIC appointment has not been made to the OEA and the General Counsel is currently acting as the Director.

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